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ICS-77-6250
22 April 1977

MEMORANDUM FOR:

Director, Office of Performance, Evaluation
and Improvement

FROM:

Director, Office of Policy and Planning

SUBJECT:

Summary Comments on PRM-11 Part 2 Papers

1. I am not sure where you plan to go with the DoD and PRM-11 (Part 2) briefs in light of comments this morning. Whatever your course, let me summarize my view of the documents from an OPP perspective.

a. "Resource Allocation" paragraph faults the CFI for failing to establish "policy priorities" (as charged by E.O. 11905). I think this is smoke. No one has been able to interpret the term "policy priorities" to anyone else's satisfaction. The text should avoid the issue. Also, the identification of the DCI as an adviser to the Secretary of Defense in the summary paragraph is just silly. Eliminate the sentence.

b. "Tasking" paragraph is misleading. It should point out that the DCI is responsible for establishing objectives, requirements, and priorities. "Tasking" is a more specific term appropriate for activities lower in the operational chain. Of course, the basic mechanisms through which he discharges his duties are the documents encompassed in the Intelligence Community Planning System and the products of the collection committees.

c. "Day-to-Day Management Authority" paragraph mixes a discussion of how operational tasking would operate in an NSA under DCI control. If he wants to include this type of implication he should eliminate a separate discussion of "tasking." It cannot be both an independent and a dependent variable in the analysis.

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d. Neither paper addresses dissimilarities among "national" agencies. It is very unlikely that the DCI would ever have such complete control of organizations which are exclusively or dominantly military as he now exercises over CIA. "national" agencies are not identical apples. They can be grouped for "operational control," "supervision," or whatever, but the reader should understand that he is not dealing with interchangeable parts.

e. All discussions of "national," "departmental," and "tactical" categories should be flagged with an explanation that (1) the categories are not discrete, but represent approximate loci in a number of spectra, and (2) the assignment of categories depends upon whether one is discussing the purpose, the user, the program or system, or the type of asset. For some language which may be useful for a rewrite, I would refer to draft National and Tactical Intelligence Relationships.

2. Good luck.



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